

City Service Area **Strategic Support**



New City Hall



**New Data-911 Computer and
Mobile Radio in Patrol Vehicle**

Mission: To effectively develop, manage and safeguard the City's fiscal, physical, technological and human resources to enable and enhance the delivery of City services and projects.

The Strategic Support City Service Area (CSA) is comprised of internal functions that enable the other five CSAs to deliver services to the community and to customers. Relative to the Capital Improvement Program, the partners in the Strategic Support CSA design, build and maintain City facilities while managing the City's financial and technology systems. The City Strategic Support CSA includes the Civic Center, Municipal Improvements, Service Yards, and Communications Capital Programs.

Over the next five years, there are two large capital investments in the Strategic Support CSA. The first is the construction of the off-site employee parking structure for City Hall. This parking garage project was delayed due to legal challenges, but is now scheduled for completion in September 2006. The second project is the Central Service Yard Phase II build-out. Construction for this project began in spring 2006 with construction scheduled to be completed in summer 2007. Other Capital investments include the replacement and upgrade of the City's public safety and non-public safety communications equipment, the demolition of the Main Service Yard and additional improvements to the Central Service Yard that will enhance the Phase II build out.

CSA CAPITAL PROGRAMS

- Civic Center Capital Program
- Communications Capital Program
- Municipal Improvements Capital Program
- Service Yards Capital Program

Recent Accomplishments

- City Hall Tower and Council Wing were completed and occupancy of the building occurred as planned.
- The plan for the 9-1-1 Center Dispatch Radio Console Upgrade was accelerated to 2005-2006 due to the lack of support for future upgrades and enhancements.
- Improvements were executed to prepare the E-Lot for performances of Cirque du Soleil. Improvements continue at several other medium sized projects.
- The Central Service Yard Phase II Project ground breaking occurred and construction has begun. Completion is scheduled for summer of 2007.

Program Highlights

Civic Center Capital Program

2007-2011 Proposed CIP: \$9.7 million

New City Hall: Occupancy of the new City Hall occurred on schedule in mid-2005. This facility is comprised of an 18-story office tower, a 3-story Council chamber, and a domed rotunda, housing up to 1,950 employees. An associated off-site parking garage for approximately 1,128 parking spaces is scheduled to be completed in the fall of 2006.

Communications Capital Program

2007-2011 Proposed CIP: \$6.6 million

Communications Equipment and Upgrade: Funding is allocated to address the replacement of communications equipment based upon useful life expectancy. Funding is allocated for the replacement of extensive fixed point (base station) radio equipment at 13 sites and replacement of over 400 radio modems and base stations.

Municipal Improvements Capital Program

2007-2011 Proposed CIP: \$4.0 million

Ongoing Allocations: Provides funding for HP Pavilion repairs, fuel tank monitoring/replacement, methane monitoring at closed landfills, and unanticipated maintenance. In addition, \$1.0 million is proposed in 2006-2007 to address the backlog of deferred facilities maintenance.

Service Yards Capital Program

2007-2011 Proposed CIP: \$42.8 million

Central Service Yard Phase II: This project is expected to be completed in 2007-2008 and will allow the move of support shops out of the Main Yard and the centralization of support functions at the Central Service Yard.

CSA OUTCOMES

(Supported by the Capital Programs)

- ✓ Safe and Functional Public Infrastructure, Facilities and Equipment
- ✓ Effective Use of State-Of-The-Art Technology

City Service Area Strategic Support

Performance Measures

A set of consistent and comprehensive performance measurements along with targets and goals have been established for the entire capital program and adopted for each individual CSA. Measures have been established for four key areas: schedule (cycle time), cost, quality, and customer satisfaction. Please see the Budget Guide section narrative for additional information on capital performance measurements.

Outcome: Quality CIP Projects Delivered On-Time and On-Budget

5 Year Strategic Goals		2007-2011 5-yr Goal	2005-2006 1-yr Target	2005-2006 Estimate	2006-2007 1-yr Target	2007-2008 2-yr Target
Strategic Support CSA delivers quality Capital Improvement Program (CIP) projects on-time and on-budget	1. % of CIP projects delivered* within 2 months of approved baseline schedule	85%	85%	75% (3 of 4)	85%	85%
	2. % of CIP projects that are completed** within the approved baseline budget	80%	90%	***	90%	90%
	3. project delivery costs (exclusive of city-wide overhead) as % of total construction cost for completed projects with construction costs:					
	less than \$500,000-	31%	31%	***	31%	31%
	between \$500,000 and \$3M-	23%	23%	***	23%	23%
	greater than \$3M-	15%	15%	***	15%	15%
	Total (all construction costs)-					
	4. % of operations and maintenance divisions rating new or rehabilitated capital facilities as being functional and sustainable after first year of use	80%	80%	****	80%	80%
	5. % of customers rating new or rehabilitated CIP projects as meeting established goals (4 or better based on a scale of 1-5)	85%	85%	*****	85%	85%

Notes:

- * Projects are considered to be "delivered" when they are available for their intended use.
- ** Projects are considered to be "completed" when final cost accounting has occurred and the project has been accepted.
- *** No projects have been "completed or accepted" in 2005-2006.
- **** The New City Hall Project was delivered in June 2005. The operations and maintenance survey will be conducted during the end of 2005-2006 and data will be available in the fall.
- ***** Customer satisfaction surveys are being conducted for New City Hall and data will be available in the fall.

The Strategic Support CSA completed four projects in 2005-2006. Three of the four projects were completed on time. The completion of the City Hall Rotunda was extended due to two reasons: staff's move in schedule and the complexity of the glasswork. The City wanted to move staff out of leased offices, so the contractor was asked to focus on completing the tower first. In addition, the installation of the glazing was very challenging and required precise skills to properly line up the tension in the support

Performance Measures (Cont'd.)

and positioning of the glass. Completed projects in this CSA have not been accepted yet, so no performance measurement results are available for the On-Budget and Delivery Cost measures.

Surveys will be conducted with operations and maintenance starting late June 2006 (one-year after beneficial use) and data will be available next fiscal year. The customer satisfaction surveys for new City Hall are currently being conducted and this data will also be available in the fall.

Capital Program Summary by City Service Area

Strategic Support

	2006-2007 Budget	2007-2011 CIP Budget	Total Budget (All Years)	Start date	End date
<u>Civic Center Capital Program</u>					
New City Hall Parking Garage	1,000,000	1,000,000	26,153,000	3rd Qtr. 2001	3rd Qtr. 2006
Reserve for Capital Improvements	8,682,989	8,682,989	8,682,989	N/A	N/A
Total: Construction/Non-Construction	9,682,989	9,682,989			
Ending Fund Balance			**		
Total: Civic Center Capital Program	9,682,989	9,682,989	**		
<u>Communications Capital Program</u>					
Communications Equipment Replacement and Upgrade	393,000	5,007,000	*	Ongoing	Ongoing
Fire Dispatch Channel Expansion	70,000	70,000	71,000	3rd Qtr. 2003	2nd Qtr. 2006
Police Dispatch Voting Receivers	425,000	793,000	920,000	3rd Qtr. 2004	2nd Qtr. 2009
Transfer to City Hall Debt Service Fund	1,000	5,000	5,000	N/A	N/A
Total: Construction/Non-Construction	889,000	5,875,000			
Ending Fund Balance	2,548,045	690,045	**		
Total: Communications Capital Program	3,437,045	6,565,045	**		
<u>Municipal Improvements Capital Program</u>					
Arena Repairs	100,000	500,000	*	Ongoing	Ongoing
Closed Landfill Compliance	250,000	1,250,000	*	Ongoing	Ongoing
Facilities Infrastructure Maintenance Backlog	1,000,000	1,000,000	1,000,000	TBD	TBD
Fuel Tank Monitoring	50,000	250,000	*	Ongoing	Ongoing
Unanticipated/Emergency Maintenance	200,000	1,000,000	*	Ongoing	Ongoing
Total: Construction/Non-Construction	1,600,000	4,000,000			
Ending Fund Balance			**		

Capital Program Summary by City Service Area

Strategic Support

	2006-2007 Budget	2007-2011 CIP Budget	Total Budget (All Years)	Start date	End date
Municipal Improvements (Cont'd.)					
Capital Program					
Total: Municipal Improvements Capital Program	1,600,000	4,000,000 **			
Service Yards Capital Program					
Central Service Yard Improvements	1,000,000	1,000,000	1,000,000	4th Qtr 2006	4th Qtr 2007
Central Service Yard Phase II	6,347,000	6,347,000	31,419,000	2nd Qtr. 2005	4th. Qtr. 2007
Debt Service on Phase I Bonds	1,680,000	8,377,000	43,696,000	3rd Qtr. 2003	4th Qtr. 2023
Debt Service on Phase II Bonds		1,590,000	15,900,000	3rd Qtr. 2007	1st Qtr. 2037
Demolition and Clean-Up of Main Yard	50,000	2,074,000	2,124,000	3rd Qtr. 2007	4th Qtr. 2007
Infrastructure Management System	46,000	254,000	*	Ongoing	Ongoing
Repayment of Phase II Commercial Paper		22,500,000	22,500,000	2nd Qtr. 2007	2nd Qtr. 2007
Roof Replacement, Painting and Supplemental Needs	500,000	2,200,000	*	Ongoing	Ongoing
Service Yards Equipment	250,000	950,000	*	Ongoing	Ongoing
Service Yards Management	253,000	1,335,000	*	Ongoing	Ongoing
Transfer to the City Hall Debt Service Fund	3,000	15,000	15,000	N/A	N/A
Underground Fuel Tank Renovation/Replacement	59,000	295,000	*	Ongoing	Ongoing
VTA Property Lease	18,000	94,000	*	Ongoing	Ongoing
Total: Construction/Non-Construction	10,206,000	47,031,000			
Ending Fund Balance	3,109,786	2,349,786 **			
Total: Service Yards Capital Program	13,315,786	49,380,786 **			
CSA Total: Construction/Non-Construction	22,377,989	66,588,989 **			
Ending Fund Balance	5,657,831	3,039,831 **			
CSA Total:	28,035,820	69,628,820 **			

* Total Budget information is not provided due to the ongoing nature of this project.

**The 2006-2007 through 2009-2010 Ending Balances are excluded from the FIVE-YEAR TOTAL USE OF FUNDS to avoid multiple counting of same funds.